

## **9. Emotional Effects**

### **9.1 Career Skills**

At the most basic level, a leader is someone who leads other. But what makes someone a leader? What is it about being a leader that some people understand and use to their advantage? What can you do to be a leader? Here's what you need to know and do.

A leader is a person who has a vision, a drive and a commitment to achieve that vision, and the skills to make it happen. Let's look at each of those in detail.

#### **The Leader's Vision**

A leader has a vision. Leaders see a problem that needs to be fixed or a goal that needs to be achieved. It may be something that no one else sees or simply something that no one else wants to tackle. Whatever it is, it is the focus of the leader's attention and they attack it with a single-minded determination.

Whether the goal is to double the company's annual sales, develop a product that will solve a certain problem, or start a company that can achieve the leader's dream, the leader always has a clear target in mind. This is a big picture sort of thing, not the process improvement that reduces errors by 2% but the new manufacturing process that completely eliminates the step that caused the errors. It is the new product that makes people say "why didn't I think of that", not just a toaster that lets you select the degree of darkness of the toast. Edison did not set out to build a better candle, he wanted to find a whole new way to illuminate the darkness. That's the kind of vision a leader has.

#### **The Drive To See It Through**

It is not enough to just have a vision. Lots of people see things that should be done, things that should be fixed, great step forward that could be taken. What makes leaders different is that they act. They take the steps to achieve their vision.

Is it a passion for the idea, an inner sense of drive, or some sense of commitment? Whatever it is, it is the strength that lets leaders move their vision forward despite all the obstacles, despite all the people saying it can't be done, it's too costly, we

tried that before, or a dozen other excuses. The true leader perseveres and moves forward.

## **Trait And Skills A Leader Must Have**

There are things that set leaders apart from other people. Some people are born with these characteristics. Others develop them as they improve as leaders. These are not magic bullets. They are things you can do and be if you want to be a leader.

## **Traits Of A Leader**

There are as many traits of a leader as there are lists of what makes a leader. Here are the fundamental traits of a leader from my perspective:

- Has integrity. People have to believe that you are pursuing your dream because it's the right thing to do, not just because you are ego driven.

- Is a people person. Understands the differences that make people unique and is able to use those individual skills to achieve the goal.

- Is positive. A leader encourages and rewards people and makes you want to do it and do it right. A leader is not a negative person and doesn't waste time and effort telling everyone what they're doing wrong.

## **Leadership Skills**

Beyond the personal traits of a leader, there are specific skills someone must master if they want to be a leader.

- Effective communication - it's more than just being able to speak and write. A leader's communication must move people to work toward the goal the leader has chosen.

- Motivation - a leader has to be able to motivate everyone to contribute. Each of us has different "buttons". A leader knows how to push the right buttons on everyone to make them really want to do their best to achieve the leader's goal.

- Planning - the leader has a plan to achieve the goal. He/she doesn't get too bogged down in the details, that's what managers are for, but rather uses a high level plan to keep everyone moving together toward the goal.

## **Bottom Line**

Leaders dream dreams. They refuse to let anyone or anything get in the way of achieving those dreams. They are realistic, but unrelenting. They are polite, but insistent. They constantly and consistently drive forward toward their goal. You can be a leader. You will be - when it matters enough to you.

### **9.1 Project Management**

Project management is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals. A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies.

The primary challenge of project management is to achieve all of the project goals and objectives while honoring the preconceived constraints. The primary constraints are scope, time, quality and budget. The secondary —and more ambitious— challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives.

### **9.3 Autocratic leadership**

#### **What is it?**

In an autocratic leadership style, the person in charge has total authority and control over decision making. By virtue of their position and job responsibilities, they not only control the efforts of the team, but monitor them for completion – often under close scrutiny.

This style is reminiscent of the earliest tribes and empires. Obviously, our historical movement toward democracy brings a negative connotation to autocracy,

but in some situations, it is the most appropriate type of leadership. That, of course, doesn't mean a blank check to ignore the wellbeing of his subordinate.

### **When is it used?**

The autocratic leadership style is best used in situations where control is necessary, often where there is little margin for error. When conditions are dangerous, rigid rules can keep people out of harm's way. Many times, the subordinate staff is inexperienced or unfamiliar with the type of work and heavy oversight is necessary.

Rigid organizations often use this style. It has been known to be very paternalistic, and in highly-professional, independent minded teams, it can lead to resentment and strained morale.

Good fits for Autocratic Leadership:

- Military
- Manufacturing
- Construction

### **How to be effective with this position:**

It's easy to see the immediate goal of this type of leadership: use your expertise to get the job done. Make sure that everyone is exactly where they need to be and doing their job, while the important tasks are handled quickly and correctly.

In many ways this is the oldest leadership style, dating back to the early empires. It's very intuitive to tell people what needs to be done by when.

It is difficult balancing the use of authority with the morale of the team. Too much direct scrutiny will make your subordinates miserable, and being too heavy handed will squelch all group input. Being an effective autocratic leader means being very intentional about when and how demands are made of the team.

Here are some things to keep in mind to be an effective when acting as an autocratic leader:

•**Respect your Subordinates:** It's easy to end up as rigid as the rules you are trying to enforce. It's important that you stay fair and acknowledge that everyone brings something to the table, even if they don't call the shots. Making subordinates realize they are respected keeps moral up and resentment low; every functional team is built on a foundation of mutual respect.

•**Explain the rules:** Your people know they have to follow procedure, but it helps them do a better job if they know why.

•**Be consistent:** If your role in the team is to enforce the company line, you have to make sure you do so consistently and fairly. It's easy to respect someone objective, but hard to trust someone who applies policy differently in similar circumstances.

•**Educate before you enforce:** Having everyone understand your expectations up front will mean less surprises down the road. Being above board from the outset prevents a lot of miscommunications and misunderstandings.

•**Listen, even if you don't change:** We all want to feel like our opinions are appreciated, even if they aren't going to lead to immediate change and being a leader means that your team will want to bring their opinions to you. It's important to be clear that they are heard, no matter the outcome.

## 9.4 The Vision

The leader's job is to set the organization's vision. Once it is established, staff must be brought into in the execution and implementation of that vision. Personal leadership and motivational leadership are the same. To lead others successfully, you must first become a role model.

Leadership is about doing what's right. Leadership is not about doing what's popular. Corporate results will be based on your ability to be authentic and have integrity. Consider leadership as a three-legged stool standing on vision, integrity and compassion. Remove one leg and the whole thing topples. Let's examine each one.

As the leader, your vision paints the target. It sparks and fuels the fire within the organization and draws everyone forward, and it illuminates the way others are to

follow. When you create the vision, adopt a philosophy of long-term, pro-active thinking. Let everyone know how the vision will change the organization.

Having created and clarified the vision, you must market it to get a wholehearted buy-in from the people responsible for executing it. A shared vision involves everyone working together to make improvements. Without buy-in from your people, it cannot succeed. As a leader, you have an opportunity to create a vision for your people that enable them to bring the corporate vision to fruition.